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What opportunity for an adequate estimate of an accused person is afforded a judge today? How much can he determine about a prisoner whom he has never seen and whose behavior in the few brief hours the justice does observe him in court will assuredly be artificial and assumed?

The *psychopathic hospital* would offer the judge in whose hands a man's life and liberty are to lie the opportunity of learning his physical and mental condition with the needed degree of accuracy. It could confer the same opportunity upon the probation and police officers and upon district attorneys. It would, in short, be one more aid towards a scientific, practicable and just disposition of the problems of crime and the criminal.—Issued by the Woman's Christian Temperance Union, San Francisco, Cal.

**A Social and Psychiatric Survey of an Industrial Plant.**—[The following is the report of a survey of an industrial plant made recently by Dr. Ball, a psychiatrist who for a number of years has practiced on the Pacific Coast. It has in it a great deal of merit from the viewpoint of those who are interested in improving the conditions of labor and the public health.—En.]

**SUBJECT:** Preliminary report on observations made during a two-day survey of an industrial plant in California.

**Sources of Information:** Direct observation, interviews with heads of departments, and with employees.

**DIAGNOSIS:** Output lowered and produced at excessive cost (i. e., greater and better output could be attained at cost of present output if present abnormal conditions are corrected).

**CAUSATIVE FACTORS:** A—*Labor Inefficiency*, due to

1. Physical defects.
2. Nervous defects.
3. Mental defects  $\left\{ \begin{array}{l} \text{Pathological.} \\ \text{Psychological.} \end{array} \right.$
4. Character defects.
5. Peculiar traits.
6. Vocational misfits.
7. Racial peculiarities.
8. Unhygienic working conditions.

B—*Time Loss*, due to

1. Loafing on the job.
2. Visiting.
3. Making material for own use.
4. Improper communication facilities.
5. Present method of issuing supplies.
6. Present method of distributing labor.

C—*Social Factors:*

1. Defective employment methods:
  - (a) Improper facilities for receiving applicants.
  - (b) Unsatisfactory application blank.
  - (c) No provision for human salvage.
  - (d) *No provision for medico-psychological examinations.*

2. *Mismanagement:*

- (a) Lack of foremanship { Unskilled.  
Temperamentally unfit.  
Pathologically unfit.  
Brutal, selfish.  
Favoritism.
- (b) Lack of harmony and co-operation between departments.
- (c) Too wide breach between employer and employee.

3. *Insufficient Social Service:*

- (a) No provision for eating.
- (b) Improper recreation facilities.
- (c) No education { Department schools.  
Movies.  
Special lectures.
- (d) Medical supervision. (Poor.)
- (e) Inadequate accident prevention.
- (f) Inadequate provision for physical culture, rest, and baths.
- (g) No woman supervisor.

**PROGNOSIS:** Good, providing proper treatment be applied and continued unhesitatingly, and with deliberate and rational vision.

The Americanization of labor by normal and unselfish leaders of industry. (Labor, as a class, has in the past borne the burden of assimilation of the enormous influx of immigrants of many nationalities, races, and languages.)

The leaders of industry have kept aloof, and the breach between capital and labor has gradually widened until present conditions have awakened the true American to the seriousness of the situation.

**SUMMARY:** Under this heading are enumerated briefly the observations made during the two-day survey of your plant from a sociological, medico-psychological, and economic standpoint. It is manifestly impossible in such a brief time to make an analysis of individual departments, but it is possible to get a good perspective from such a "spotting" survey.

At once one is impressed by the poor, inadequate and unhygienic method of receiving the labor. Instead of creating and stimulating good-fellowship, interest and loyalty, as well as esprit de corps, the present method is conducive to antagonism, disgruntledness, disloyalty, disinterestedness, and at the same time, is a potential factor in lowering the vital resistance of the individual, and consequently his worth to the employer.

Unnecessary crowding, unnecessary unhygienic conditions, few protective devices, no accommodations for eating, little or no recreation stimuli, absence of educational lectures and movies, utter disregard of welfare of women employes, *unscientific selection and wasteful distribution* of labor; mismanagement as exemplified in poor or inefficient foremanship, inharmoný, little or no co-operation between departments, favoritism, no systematic or organized attempt at salvage of terminating efficiency; time loss as demonstrated by men loafing on the jobs, visiting, smoking, too many men for the job, absence of system of communication, the employment of men and women unsuited for the various tasks assigned to them on account of various physical, nervous, and mental defects, the placing of "square pegs in round holes," no study of racial peculiarities, character defects, or peculiar traits, as regards an individual's fitness for

his job, no encouragement of special abilities, and utter ignoring of disabilities, *are the important points noted.*

In fact the spirit of production has become the obsession, without making proper selection of the individual who does the producing.

The most encouraging observation was the fact that a number of men in charge of various departments, especially the gentlemen in the *Service and Employment* departments, are especially alive to the situation and the demands of the present age, and are keenly interested in the *individual* and realize the potentialities for good within the grasp of the present generation. Their vision is clear and not befogged by hazy ethereal theories, but enhanced by definite cold-blooded facts, open to all who can see.

**TREATMENT:** Prophylactic measures started now will prevent the disease of inefficiency from making further inroads on the constitution of capital and labor, and will stabilize and unify both. It is less than a hundred years since organized labor was born, but it has suffered much during that time, at times ill unto death, ridden with parasites, bearing the brunt of adjustments to meet ever-changing conditions.

A new epoch is at hand, unfolded by the present great necessity, associated with abnormal conditions, and surrounded by unusual circumstances.

The only treatment is purging the situation of the *causative* factors. Give it a dose of efficiency, and gradually build up the constitution of labor, and at the same time stimulate closer relation between employer and employe.

Stabilize your industry by the application of scientific and practical selection of the human material at hand. Stabilize the individual by being interested in him. Create trust, confidence, and co-operation. Drive home the principles of good-fellowship.

All the above must be done through the employment bureau, which must be an efficiency bureau in every sense of the word.

It is absolutely necessary to study the *individual* as regards his physical, nervous, and mental fitness for a particular job, and to ascertain his special abilities and disabilities.

**CONCLUSIONS:** The co-ordination of all scientific aids under one competent directing head, and the sympathetic and untiring co-operation of the heads of all departments and especially the management, is essential for the success of this plan.

*It is practical, broad, comprehensive, humane, economic.*

**RECOMMENDATIONS:** The establishment of such a bureau with sufficient power to operate unhampered.—J. D. Ball, Berkeley, Cal.

**Will Be Crime Expert.**—Investigation of circumstances surrounding future mysterious murders and suicides will be handled strictly on a scientific basis, according to a special order issued yesterday by Marshal Carter and transmitted to the district police captains. Dr. John Rathbone Oliver, who was appointed psychiatrist to the criminal courts of this city several months ago, will in the future lend his scientific knowledge to the end of crime solution.

Dr. Oliver for several years was attached to the staff of the Henry Phipps Psychiatric Clinic of the Johns Hopkins Hospital. He is now a visiting physician at the clinic and devotes much of his time to work in the courts. Balti-